


Life Cycle Management Commands — Building a Better Logistics Sustainment Base for the Future

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Since formally creating an Army Acquisition Corps (AAC) in November 1990 with passage of the *Defense Acquisition Workforce Improvement Act*, the Army has continually strived to improve the process of developing, procuring and sustaining its weapon systems. Because sustainment accounts for the largest portion of total life-cycle costs for weapons, it remains a principle focus area for acquisition reform efforts. Life-cycle cost-reduction efforts have resulted in the Army's senior acquisition leaders making program managers responsible and accountable for all life-cycle phases, including sustainment. This continues to be particularly challenging because planning, programming, budgeting and execution of sustainment funding largely resides within the Army Materiel Command (AMC).



Soldiers from Company C, 2nd Battalion, 5th Cavalry Regiment, 1st Cavalry Division, secure an alley after the discovery of an enemy weapons cache in the Al Thawra district of Baghdad. (Photo courtesy of DOD.)



Acquisition Support Center employee Chandra Evans-Mitchell gets a lesson from a Soldier at Fort Knox, KY, during the Acquisition Senior Leaders' Conference in August 2004. (U.S. Army photo by Mike Roddin.)

In an effort to improve total life-cycle management, the Army is taking the initiative to bring the acquisition, logistics and technology (AL&T) communities closer together. A Memorandum of Agreement (MOA) signed Aug. 2, 2004, between Army Acquisition Executive (AAE)/Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASAALT) Claude M. Bolton Jr. and AMC Commanding General GEN Paul J. Kern formally launched a plan for the two organizations to work together to establish life cycle management commands (LCMCs). In addition,

Army Chief of Staff GEN Peter J. Schoomaker approved the initiative on Aug. 16, 2004. This initiative is nested in the Army's overarching goal to transform to a more lethal, modular and agile force that requires a significantly smaller logistics footprint to sustain itself during battlefield and other prolonged field operations.

Background

In October 2001, the Army initiated actions to move all project and product managers (PMs), with their associated acquisition programs, out of AMC and into existing, restructured

or newly created program executive office (PEO) organizations. Prior to this initiative, both AMC and the various PEOs shared acquisition responsibilities. This action also abolished the deputies for system acquisition in the Aviation and Missile Command (AMCOM), Tank-automotive and Armaments Command (TACOM) and the Communications-Electronics Command (CECOM) and realigned their functions to the PEOs.

This restructuring initiative created a single, streamlined chain of command for acquisition functions. It also made

PMs fully responsible and accountable for life-cycle management of their assigned programs, which complied with the 1986 *Goldwater-Nichols Department of Defense Reorganization Act*. However, the realignment did not result in the transfer of funding, personnel or other resources necessary to carry out sustainment functions at the PM level.

AMC continued to integrate this Army initiative in October 2002 by creating the Research, Development and Engineering Command (RDECOM) to consolidate the research, development and engineering elements of all AMC major subordinate commands into one organization. By consolidating the separate elements under one command structure, AMC created a synergy that would provide better support to Army PEOs. RDECOM is now the center of gravity for integrating, maturing and demonstrating all emerging technologies for Army acquisition programs, which significantly decreases the time it takes to get these critical capabilities from the laboratory to

Soldiers. Having centralized control, the RDECOM commander can now “weight the main effort” for technology development to assist the PEOs in getting the right capability to the field at the right time.

Establishing True Life-Cycle Management

The realignment of the PMs and creation of RDECOM established direct command and support relationships for developing, maturing and integrating technologies for Army acquisition programs. However, these changes continued to foster a separation of sustainment from other acquisition functions. In effect, the changes created three “stovepiped” communities that did not provide the sustainment community a direct link to technology development or the AL&T community at large. Although the PEOs and

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PMs continued to pay for and receive personnel staffing from AMC elements, and relationships remained largely unchanged at the working-level integrated product teams, the restructuring did not provide formal high-level organizational relationships necessary to fully optimize the acquisition and sustainment missions.

The Army’s key acquisition community leaders — Secretary Bolton, GEN Kern and LTG Joseph L. Yakovac Jr. (Military Deputy (MILDEP) to the ASAALT) — recognized the need to bring these initiatives together in an environment that fostered stronger unity of command and effort. The effort begins at the top by “dual hat” empowering of general officers and senior executive service civilians to integrate the separate efforts. As a part of the agreement, Yakovac will also become the AMC Deputy Commanding General for

Acquisition and Technology (AMC DCG A&T). This emphasizes Army acquisition leadership’s commitment to making this effort a complete success.

The MOA established the first phase of this critical process. In broad terms, the AL&T communities agree that the Army must put together the best and most talented teams it can to support the Soldiers serving our Nation around the globe. By adopting a “One Army, One Team” mentality, the Army is

The LCMC MOA’s holistic approach would explore more efficient ways to develop, mature and integrate systems and supply parts to maintain/sustain systems such as the Overwatch Vehicle, displayed at the 2004 Acquisition Senior Leaders’ Conference.



taking a holistic approach to managing systems and is capitalizing on the entire AL&T community's wealth of knowledge to find the right solutions for the tough acquisition and sustainment issues impacting Army transformation and modernization efforts.

The pending mergers across the AL&T community will promote true life-cycle management for products and systems, which means the entire AL&T community will investigate how to shorten the acquisition process to rapidly type, classify and field equipment to Soldiers. Most importantly, the merger serves as a "forcing function" for

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considering operating and support costs, which can typically be 80 percent of life-cycle costs, to be considered upfront and early in the acquisition process as a part of the Cost as an Independent Variable objective.

Although the details of how each organization will be restructured is being worked out, the MOA realigns AMCOM, CECOM, Joint Munitions Command and TACOM with the PEOs with whom they now work and creates four new LCMCs as follows:

- Aviation/Missile.
- Soldier/Ground Systems.

- Communications/Electronics.
- Joint Munitions.

The PEOs for Simulation, Training and Instrumentation; Joint Chemical and Biological Defense; Air, Space and Missile Defense; and Enterprise Information Systems are not initially affected. RDECOM retains its technology mission and remains strategically and operationally linked to the new commands. While the reporting chain for PMs and PEOs remains unchanged for acquisition decisions relating to the AAE's authority, the LCMC commanders are the focal point and primary agent for actions across the entire life cycle of systems assigned to that LCMC. In some cases, LCMC commanders may be dual hatted as PEOs.

The Path Forward

Phase II of the merger results in each new LCMC developing specific implementation plans outlining support

Soldiers of Battle Co., 5/20, 3rd Brigade, 2nd Infantry Division conduct route reconnaissance contributing to the stability of Samarra, Iraq, Dec. 15, 2003. (U.S. Army photo by SPC Clinton Tarzia.)





Stryker vehicles from 3rd Brigade, 2nd Infantry Division, position themselves in Samarra, a town northwest of Baghdad in December 2003. (U.S. Army photo by SGT Jeremy Heckler.)

relationships, processes and internal reporting chains within the next 6 months. While each LCMC will have some common organizational characteristics, guiding principles and terms of reference, leadership is giving the LCMCs maximum flexibility to organize for efficient and effective support of Soldier field requirements. A Board of Directors, comprised of the MILDEP/AMC DCG for A&T, AMC DCG for Operations and Readiness, Acquisition Support Center Director and AMC G3, will provide reports on implementation progress to the AAE and AMC Commander on a regular

basis. The end state will provide the Army the ability to reduce the acquisition cycle time, make good products even better, minimize life-cycle cost and enhance the Army AL&T community's synergy and effectiveness.

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